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**A . Report Title: The Nations Air Force 1996 Issues Book**

**B. DATE Report Downloaded From the Internet: 21 July 98**

**C. Report's Point of Contact: (Name, Organization, Address, Office Symbol, & Ph #: Secretary of the Air Force**

**D. Currently Applicable Classification Level: Unclassified**

**E. Distribution Statement A: Approved for Public Release**

**F. The foregoing information was compiled and provided by:  
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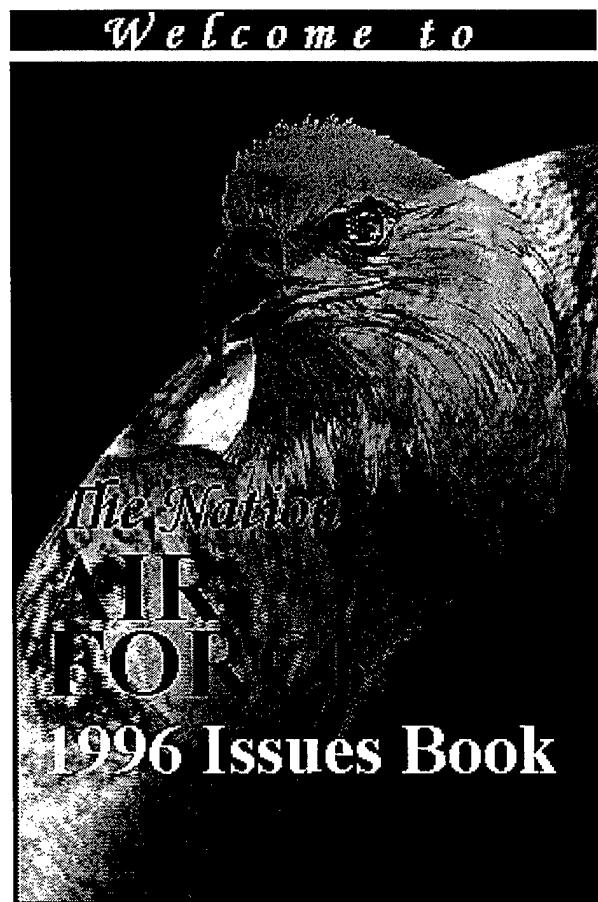
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# Foreword

We are pleased to present The Nations' Air Force: 1996 Issues Book. This landmark edition marks nearly 50 years of U.S. Air Force independent service to the nation. It is a testimony to our success in downsizing rapidly while sustaining potent air and space capabilities, in managing the stress of an increasingly demanding operations tempo, and in caring effectively for the men and women who make us strong.

We are the world's premier air and space force. To maintain this air and space advantage, we have built a comprehensive, time-phased plan to meet our Global Reach-Global Power objectives. This edition of the Issues Book explains how we plan to accomplish our modernization goals and outlines key quality of life initiatives that will help us achieve greater stability.

Ultimately, we are responsible to fight and win our nation's wars. This edition of the Issues Book is a blueprint for how we will continue to fulfill that responsibility. In the future as in the past, the nation's Air Force will provide Global Reach-Global Power to help shape the world our children will live in.

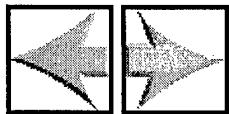
If you have any questions or suggestions, please contact the Air Force Issues Team at (703) 695-0137/DSN 225-0137; write to SAF/LLX, 1160 Air Force Pentagon, Washington DC 20330-1160; or by E-mail at [llx@saf1.hq.af.mil](mailto:llx@saf1.hq.af.mil).



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General, USAF  
Chief of Staff



Sheila E. Widnall  
Secretary of the Air Force

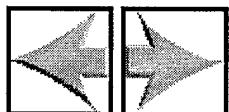


## Chapter I

# Introduction

As we approach the fiftieth anniversary of our Service, we are proud and honored to say: we are the nation's Air Force--the only American military institution organized, trained, and equipped solely to exploit air and space power in the defense of our nation. We exist to fight and win our nation's wars. To that end, we are dedicated to providing America the most capable and efficient air and space forces possible--today and in the future. As a direct result, our forces give dominant warfighting capabilities to the U.S. Commanders-in-Chief (CINCs). Specifically, the Air Force provides the joint force commander with a broad range of air and space capabilities, to include: *Air Superiority, Space Superiority, Global Mobility, Precision Employment, and Information Dominance*.

The warfighting advantages the nation's Air Force brings to the joint table spring from the expertise and dedication of our people and the technological edge we maintain in our force structure. Our well educated, technically competent, and highly motivated men and women are committed to keeping this great nation strong and free. That is why we consistently invest in cutting edge technologies that exploit the inherent operating advantages of air and space. The synergy of our dedicated, professional people and our technologically advanced force structure produces a distinct perspective on how best to apply military power through the all-encompassing air and space media. This global perspective provides our national leadership a more versatile range of military options--options that place fewer American lives at risk to accomplish security objectives.



## The Nation's Air Force

Airpower increases the alternatives available for all Service components so they can fight effectively and respond quickly to changing circumstances. Airpower can selectively degrade or erase the capabilities that support an enemy's war effort, thus diminishing or eliminating an opponent's options and ultimately defeating his strategy. This ability to limit enemy options, while simultaneously boosting the effective combat power of all our forces, makes U.S. air and space power a dominant force in its own right, as well as an indispensable force multiplier in modern combat.

The nation's Air Force is ideally suited for the challenges posed by today's security environment. Our men and women have built upon our investment in technology to create robust air and space forces capable of achieving decisive advantages against potential aggressors. As a result, your Air Force is first to arrive and first to fight. We provide global situation awareness. We employ while others deploy. We carry the critical leading-edge components of our country's land forces to the fight and control the air to provide all forces freedom of maneuver. We sustain military forces during the fight and contribute decisive air and space assets across the theater and around the globe.

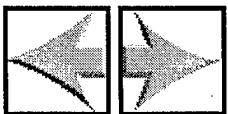
Expertly trained and highly skilled men and women are the backbone of the nation's Air Force. Today, our Service has 396,000 members on active duty, 188,000 members in the Air National Guard and Air Force Reserve, and 186,000 civilians. This year 81,000 are forward stationed overseas and on average another

## Global Reach-Global Power

Whether conducting operations in peacetime, in times of crisis, or in war, we are fully committed to supporting the CINCs--the nation's warfighters. The air and space capabilities our airmen bring to the joint team are in higher demand than ever.

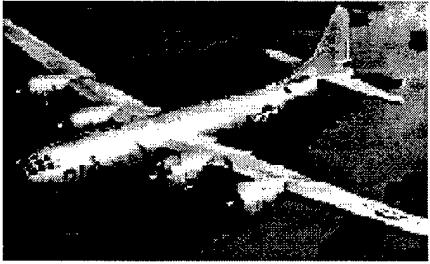
**The principles underlying Global Reach-Global Power proved successful during Operations DESERT SHIELD and DESERT STORM. Since then, that strategy has been more rigorously tested by global involvement in operations in Bosnia, Iraq, Rwanda, Somalia, and Haiti. It has also been tested here at home in California, Texas, Florida, New York, Oklahoma, along the banks of the Mississippi and Missouri rivers, in Puerto Rico, and elsewhere, fighting fires, delivering relief supplies, and responding to natural disasters. Reflecting an operations tempo (OPTEMPO) far beyond our Cold War norm, these and other operations involve tens of thousands of flying hours and the sacrifices of many military members and their families. Global Reach-Global Power meets these challenges! We are confident the basic principles of Global Reach-Global Power will continue to serve the Air Force and our nation well into the next century.**

We have maintained these capabilities even while reducing our overall force structure. We succeeded because we started with a clear strategic vision. That vision, *Global Reach-Global Power*, sharpened our focus on our core air and space contributions to the National Military Strategy, allowing us to prioritize our modernization investments and shape our force drawdown.



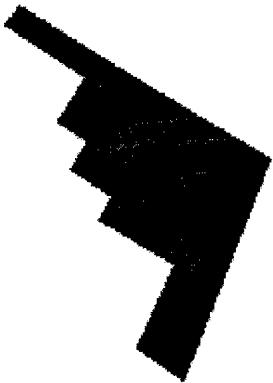
Consequently, with last year's updated National Military Strategy, focusing on "flexible and selective engagement," we are more certain than ever that our guiding construct hit the mark. Today, *Global Reach-Global Power* continues to ensure that the nation's Air Force--Active, Guard, Reserve, and civilian--is fully prepared to fight and win our nation's wars. Since the 1992 update of *Global Reach-Global Power*, we have added information dominance to the original five objectives to explicitly reflect the importance the Air Force places on controlling and exploiting information. These six objectives serve as the building blocks we use for planning and programming future forces:

- Sustain Deterrence
- Provide Versatile Combat Forces
- Supply Rapid Global Air Mobility
- Control the High Ground
- Ensure Information Dominance
- Build U.S. Influence



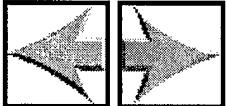
*Strategic forces constitute the bulwark of national military strength and must be postured for precisely controlled, rapid, decisive military response.*

AFM 2-11, Dec 65



*Deterrence is a state of mind brought about by the existence of a credible threat of unacceptable counteraction to an enemy's hostile actions.*

AFM 1-1, Jan 75



## Sustain Deterrence

Our air and space forces are key to deterring hostile actions against the United States, our allies, and our vital interests. This is as true today as it was during the Cold War. Nuclear deterrence remains the cornerstone of national security. We provide the National Command Authorities a ready and responsive ICBM force in addition to a nuclear-capable, long-range bomber force. We also provide a reliable warning network, a secure and survivable command and control capability, an effective attack characterization and assessment capability, and dependable strategic reconnaissance platforms. All these assets contribute to the credibility and effectiveness of America's nuclear deterrent force.

Our versatile fighters and long-range bombers also offer the nation a strong, credible conventional deterrent. Their conventional munitions can stop an aggressor in his tracks. Our bombers can employ while other forces are still deploying. Conventional upgrades to our bomber force combined with acquisition of a family of smart munitions, particularly the Joint Direct Attack Munition (JDAM), Joint Stand-off Weapon (JSOW), and Joint Air-to-Surface Stand-off Missile (JASSM), will enable our forces to attack a variety of targets anywhere in the world, day or night, in good weather or bad, within hours of tasking.

**Deterrence transcends particular kinds of weapons, or the effects they create, and is as old as the use of force in human affairs.**

AFM 1-1, Mar 92

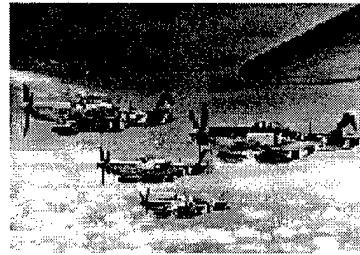
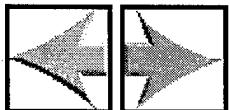
## Provide Versatile Combat Forces

The Air Force offers the quickest response and longest range forces available to the President in a fast-breaking crisis. We can deter, deploy for influence, or rapidly employ with lethal force anywhere in the world. Air Force bombers can launch from the U.S. and reach any point on the globe with precise, lethal strikes in 20 hours. We vividly demonstrated our long reach in July 1995 when the men and women of Dyess AFB, Texas, launched and recovered two B-1s that flew non-stop around-the-world while delivering ordnance on military training ranges in Italy, Korea, and Utah.

Our rapidly deployable fighter forces provide us the staying power to overwhelm an opponent's forces, infrastructure, and command elements. To maintain the robustness of our fighter forces and continue to support high-tempo, world-wide operations, we must continue our ongoing F-15E and F-16 recapitalization programs and fleetwide high-leverage system enhancement efforts.

In September 1995, NATO air operations in Bosnia--Operation DELIBERATE FORCE-- once again proved airpower can have a decisive role when serving achievable, clear policy objectives. Airpower's efforts in helping to lift the siege of Sarajevo saved lives and helped pave the way for a negotiated settlement. Our successes over Bosnia have also demonstrated the expanded range of military options available to our nation's leaders when we have unquestioned air dominance. *Deliberate Force was the absolutely crucial step in bringing the warring parties to the negotiating table at Dayton, leading to the peace agreement.*

Secretary of Defense  
William J. Perry



Indeed, air superiority provides the shield that makes all other operations feasible. During World War II, all sides learned that air superiority was necessary to conduct ground operations successfully. From the beaches of North Africa and Normandy to the amphibious landing at Inchon, from the valiant defense of Khe Sanh to the famous "left hook" during the Gulf War--American air superiority proved vital. Maintaining air superiority in a major conflict or a lesser contingency requires operations deep within hostile airspace to eliminate enemy opportunities to conduct long-range reconnaissance, launch stand-off weapons, or to gain any other benefit from air operations. The F-22 incorporates revolutionary advances in airframe, engine and avionics technology, ensuring the Air Force retains the critical combat edge in air superiority.

The F-22 is the first--and the only to date--major weapon system designed to incorporate the full potential of the "Revolution in Military Affairs (RMA)." Today all the Services are seeking to understand the impact of the RMA. While others debate the effects of the RMA, the Air Force is directly investing in it. Clearly, in contrast to other more evolutionary weapons programs, the F-22 represents a quantum leap in capability for the CINCs.

The F-22 will combine stealth, supercruise, and integrated avionics in a highly maneuverable platform that will be able to deploy rapidly to heavily defended enemy territory and achieve

*The C-17 is the most versatile airlift aircraft in aviation history.*

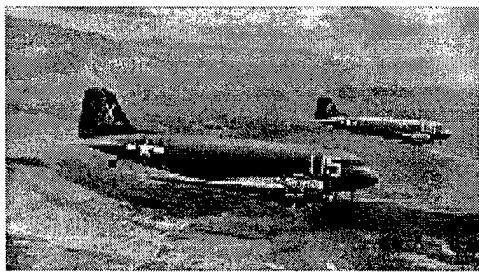
*The Collier Trophy Citation (1995)*



## Supply Rapid Global Air Mobility

America's air mobility fleet gives our nation the speed and agility to respond to the full range of contingencies--from airlifting or airdropping troops and equipment during a crisis to delivering supplies after a natural disaster. *No other nation in the world has this capability.*

Our airlifters and tankers offer the CINCs the ability to influence operations throughout the theater. Our air mobility fleet can deploy fighting forces or provide humanitarian assistance worldwide. They enable support forces to remain airborne longer and combat forces to strike deeper. They airdrop or insert troops and equipment, sustain operations throughout the theater, provide lift for critical supplies, and provide emergency aeromedical evacuation.

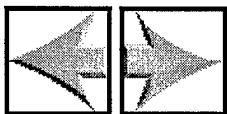


To ensure we maintain these capabilities, we must modernize the fleet. Our workhorse for the last 30 years, the C-141, has served us well but is nearing the end of its service life. That is why the C-17 is our highest priority near-term modernization program.

The November 1995 Defense Acquisition Board (DAB) decision to procure 120 C-17s was the right one for the nation. The C-17 will ensure we can meet airlift requirements during major regional contingencies--especially during the crucial first 30 days. With its ability to operate from small airfields and in hostile environments, to deliver oversize and outsize cargo to forward operating areas, and to increase throughput to the region, the C-17 is

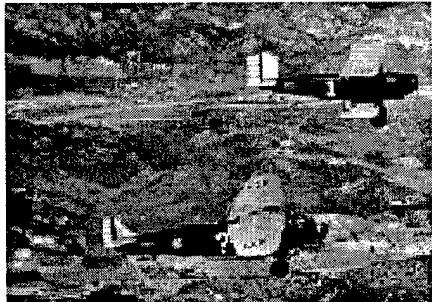
***We have learned and must not forget that, from now on, air transport is an essential of airpower, in fact, of all national power.***

*General H.H. "Hap" Arnold - 1945*



an essential resource for the warfighter. It has already proven its worth in operations from the Caribbean to Bosnia.

We are also ensuring our other mobility assets remain viable. For example, we are modifying the Air Force's KC135 airrefueling fleet and the C-5 force to improve performance, reduce maintenance required, and reduce operating costs.



*The aerial refueling force helps to enhance our global power by reducing our dependence on forward basing and foreign en route basing. Aerial refueling also extends the range, station time, mobility and flexibility of theater forces.*

AFM 1-1, Feb 1979



## Control The High Ground

The nation's Air Force exploits air and space to provide access to any point on the earth's surface. This capability gives us an extra-ordinary military advantage. Indeed, our space systems have become an indispensable part of our versatile combat forces. For that reason, the Air Force is pursuing a number of key space modernization programs.

Not unlike the airlift needed to bring combat and support forces to the fight, spacelift deploys critical space systems into orbit. The nation depends on routine, affordable, and reliable access to space, but current spacelift is too expensive. The Evolved Expendable Launch Vehicle (EELV) program will provide affordable spacelift to military and commercial users. For the military, affordable spacelift will facilitate replacement of older space platforms, such as Defense Support Program (DSP), as they reach the end of their service life. In the case of DSP, we are already pursuing its replacement, the Space-based Infrared System (SBIRS) High Component, to meet the increasing demands of theater ballistic missile warning.

More than in most technical areas, space technology has historically seen a blurring of the lines between military and civilian use. The widespread commercial use of the Global Positioning System (GPS) is one example. In a bit of role reversal, however, the Global Broadcast System (GBS) is borrowing from commercial innovations to satisfy military requirements. As the DoD executive agent for multi-user space systems, the Air Force proposes to lead this fast track program through a series of three phases, including buying commercial direct-broadcast services, flying a GBS package on other DoD satellites, and finally launching our own objective system to fulfill all joint user wide band communication requirements. Managing the GBS program from within our Military Satellite Communications Program

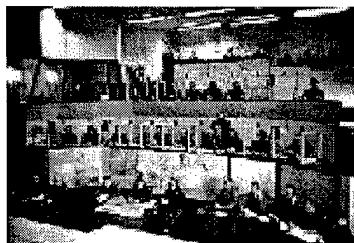
## Ensure Information Dominance

Dominating the information spectrum has become as critical to warfare as occupying the land or controlling the air. In military operations, information is a weapon used not only to support other operations but also to attack the enemy directly. Within today's information domain, events are seen and felt at the speed of light. If we can analyze, assess, and act faster than our adversary, we will win. As the DoD executive agent for Theater Air Defense Battle Management Command, Control, Communications, Computers, and Intelligence (BMC4I), the Air Force commits time, energy, and resources to maintain this critical edge over potential adversaries.

At the heart of this process is information--collected, processed, and distributed through a joint BMC4I architecture. This "system of systems" consists of Air Force space platforms such as MILSTAR and GPS; aircraft such as the U2, RC135, Joint STARS, AWACS, and Unmanned Aerial Vehicles (UAVs); and ground command and control elements comprising the Theater Air Control System. During Operation DELIBERATE FORCE, this integrated joint BMC4I architecture significantly increased the situational awareness of U.S. and NATO political leaders and military forces. This awareness improved our capacity to shape events on the ground and to respond rapidly as each situation required.

Rapid technological improvements in storing, processing, and disseminating data have sparked a greater emphasis on the role of information operations in warfare. The Air Force recently published *Cornerstones of Information Warfare* to provide a sound doctrinal basis for exploiting information capabilities while addressing our own vulnerabilities. The recently activated 609th

Information Warfare Squadron at Shaw Air Force Base, South Carolina, will be responsible to a Joint Forces Air Component Commander (JFACC) for coordinating a vast array of in-theater information requirements. It will orchestrate how we exploit information to support traditional operations, how we protect our own information architectures, and how we plan to attack an enemy's information capabilities. An important part of this squadron's responsibilities will include the ability to "reach back" for specific tools provided by the Air Force Information Warfare Center at Kelly Air Force Base, Texas, and the Air Force Space Warfare Center at Falcon Air Force Base, Colorado.



*Future victories won't be solely about dominating the skies with high performance fighters, or about stealthy bombers delivering smart bombs with incredible precision. It will be about gathering, analyzing and disseminating real time intelligence and data . . . and recognizing its value!*

*Commander, Air Force Materiel Command  
General Henry Viccellio, Jr.*



## Build U.S. Influence

*Global Reach-Global Power* also serves as a blueprint for the Air Force to extend a helping hand, to use airpower for diplomatic and humanitarian purposes, and to support other U.S. objectives worldwide. Indeed, the first arrival of U.S. airlifters demonstrates commitment and resolve few can ignore. This presence is real and it extends across the globe.

To put it into perspective, in 1994 the U.S. Transportation Command (USTRANSCOM) executed the equivalent of five Berlin airlifts in support of operations in Somalia, Rwanda, Bosnia-Herzegovina, and Haiti.

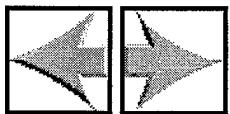
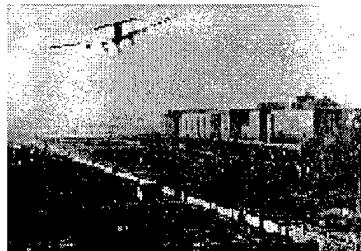
Global access and influence ultimately depend on the bonds of alliance and international cooperation. Partnership-for-Peace (PFP) is one of many initiatives the Air Force supports that underscore this conviction. The forward stationing of our forces, on-going contingency operations, and multi-national exercises create numerous opportunities to strengthen alliances and project U.S. influence. The Air Force,

through the Air National Guard, also supports the National Guard State Partnership Program, linking U.S. states to Central and Eastern European nations. These efforts join International Military Education and Training (IMET) and technical training initiatives, such as the Inter-American Air Forces Academy, and combine with the work our security assistance personnel and air attachés do around the globe to foster stability, sustain hope, and provide relief. Efforts like these are samples of Air Force programs that pay direct dividends by building trust and cooperation among our friends and allies.



*We use these big aircraft, with that big 'T' tail and the American flag on it, to project influence. When those aircraft are sitting on a ramp, in some far away country, with that American flag, they are not representing the United States of America; they are the United States of America. And, they operate in virtually every country around the globe in the course of a year.*

*Chief of Staff of the Air Force  
General Ronald R. Fogleman*



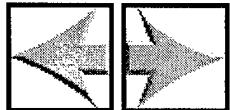
## Building the Future Air Force

As stewards of the nation's air and space forces, we have produced forces that are ready, versatile, and tailored to support our National Security Strategy. We will continue to execute our responsibilities with the disciplined approach we have followed in the past. This approach is based on four key commitments:

- We will define our operational requirements and provide *Global Reach-Global Power* capabilities with a clear vision of what we contribute to the U.S. military's joint team
- We will fill those requirements with a lean and agile acquisition system.
- We will recruit quality people and ensure they are trained and motivated to operate in a disciplined manner and to exhibit and respect Service core values.
- We will ensure our people and their families have the quality of life they deserve as they serve our nation.

*Since the character of contemporary weapons is such that their production as well as their use can dislocate whole economies, it is probably not too much to suggest that the survival of entire cultures may hinge upon an ability to perfect superior weapons and exploit them fully. Survival itself, then, appears to depend on speed in both the development and the optimum utilization of weapons.*

Major General I.B. Holley Jr. - 1953



## Balanced, Time-Phased Modernization

Balancing competing demands in a dynamic security and budget environment is a formidable task. Therefore, we have developed a responsible and executable time-phased approach to modernization.

Our near-term priority is the C-17. Over the mid-term our focus is conventional bomber and smart munition upgrades. Our long-term priority is fighter modernization, beginning with the F-22. The fielding of relevant, capable space forces, with emphasis on SBIRS and EELV, is a modernization priority that transcends this phasing. Our time-phasing allows us to modernize without sacrificing current readiness. Attempts to achieve short-term savings by making arbitrary cuts in modernization programs often lead to disproportionately large expenditures over the long-term. For this reason, funding stability for our programs is critical, permitting us to make the best use of the nation's investment in air and space power. We have strengthened and streamlined Air Force planning and programming to ensure we can adjust to the inevitable shifts in technology and the security environment in the years to come. As a result, the Air Force is firmly postured to meet future challenges.



## Lean, Agile Acquisition

Given the blistering pace of technological change, modernization will require a lean, agile acquisition system to capture and integrate key discoveries. We are building that system by streamlining acquisition processes and improving business practices. Lightning Bolt Acquisition Reform Initiatives and enhanced business practices are at the heart of our efforts to jump-start cultural, business, and process improvements to create an acquisition revolution.

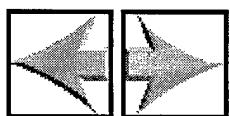
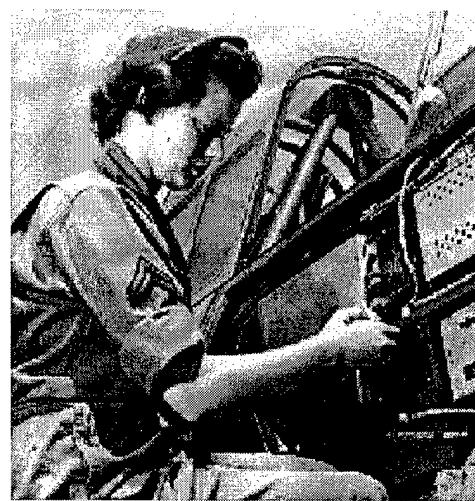
We are also evaluating alternatives, such as cooperative programs, commercialization, and privatization to make our acquisition programs more efficient and responsive. A lean, agile acquisition system will help us continue to obtain the tools that will sustain our combat edge and give our nation a fair return on its investment.

*What we have lost in military matters in this generation is time. Time has been our solvent, our teacher, and our friend in all the wars of our history. It's no longer there and, in its place, we must substitute a readiness composed of several ingredients . . . modern weapons . . . autonomous mobility . . . thinking and planning . . . and professionalism.*

General David C. Jones - 1977

## Motivated, Disciplined People

Military service requires a high level of professional skill and a willingness to make personal sacrifices far beyond those in other occupations. This is an uncommon profession that calls for people of uncommon dedication. That dedication demands a commitment to core values and a duty environment free from discrimination and harassment. We must give Air Force people the opportunity to perform to their potential and ensure our future leaders are ready to meet their responsibilities.



## Quality Of Life

We know there exists a direct correlation between readiness and quality of life for our people and their families. As a force that relies heavily on its technological advantage, we must retain highly experienced, motivated, well-trained people. Quality of life is the number one reason people choose to remain in the Air Force. Like our approach to modernization, we want a balanced approach toward "People First" programs. Therefore, we developed the *Air Force Quality of Life Strategy*. This strategy focuses our efforts on improving the lives of our members and their families by identifying seven Quality of Life priorities: Compensation and Benefits, Housing, Health Care, Balanced Personnel Tempo (PERSTEMPO) and Operations Tempo (OPTEMPO), Community Support and Family Programs, Retirement, and Educational Opportunities. We are convinced we succeed in our mission by putting people first.

*Military volunteers must be provided a quality of life that encourages the skilled and disciplined to stay and attracts promising young people to join them. Voluntary service is inexorably linked to quality of life.*

*Report of the Task Force on Quality of Life -The Marsh Commission (1995)*



## Chapter II

# Balanced, Time-Phased Modernization

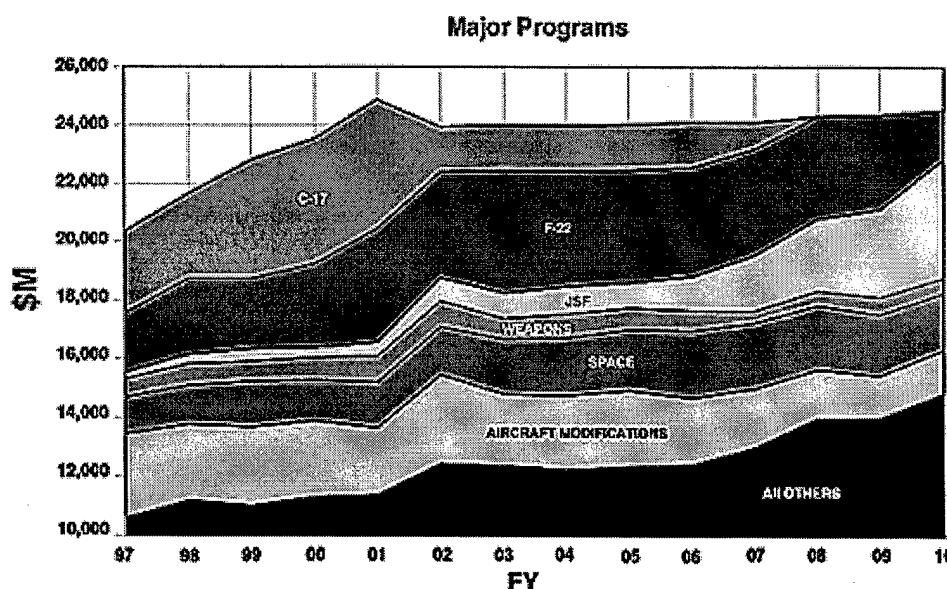
In 1990, the Air Force undertook a thorough analysis of its future potential contributions to national security. The result was *Global Reach-Global Power*, which we published in 1990. In 1993, the Department of Defense conducted a bottom-up review (BUR) of our National Military Strategy. The BUR confirmed one of the basic premises of *Global Reach-Global Power*: "The likelihood that U.S. military forces will be called upon to defend U.S. interests in a lethal environment is high, but the time and place are difficult to predict." Events since 1993 have confirmed this assumption.

*Global Reach-Global Power* focused the Air Force on core air and space contributions to the National Military Strategy, helping us prioritize modernization investments and shape our force structure. By drawing down forces early we have been able to maintain ready forces to support a key component of the BUR strategy, to fight and win two nearly simultaneous Major Regional Conflicts, while retaining the ability to respond to a wide range of lesser

contingencies, without abandoning our modernization priorities.

To make the most of the nation's investment, the Air Force carefully constructed a time-phased modernization plan that synchronizes the size and timing of multiple programs. This time-phased approach helped us achieve our modernization objectives without creating "bow waves" in out-year budget requirements. In the past, these "bow waves" were the result of "small changes" in programs to achieve short-term savings. These "small changes" often resulted in large costs and disruption of numerous programs in the out-years.

Our time-phased approach covers near-term, mid-term, and long-term efforts. Coupling time-phasing with aggressive acquisition reform initiatives ensures that the Air Force will continue to provide our nation *Global Reach-Global Power* at an affordable price.



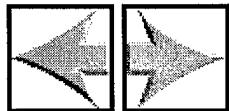
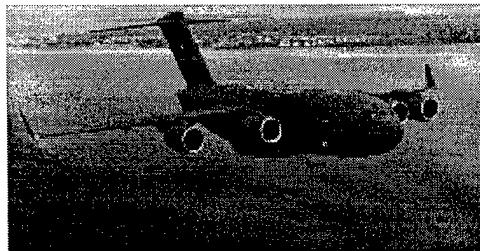
## Near-Term Priorities

Our CINCs identify strategic lift, air and sea, as DoD's greatest single deficiency. In response to this need, the C-17 is the Air Force's foremost near-term modernization priority.

Our C-141s are showing signs of age. At the same time, demand for airlift has increased. Based on a comprehensive analysis of strategic and tactical airlift requirements, aircraft and contractor performance, and cost effectiveness, the DAB recommended that we plan, program, and budget for the procurement of 120 C-17s. Our plan includes taking advantage of a stable multi-year procurement contracting environment at high production rates to offer substantial savings for C-17 acquisition. This will not only provide a savings, but also will enable us to fill the gap in needed airlift sooner and finish the 120 airframe C17 procurement prior to the peak expense years for the F-22.

The C-17 has been flying operational missions since October 1994, supporting operations in Southwest Asia, Panama, the Virgin Islands, and now in Bosnia. Concurrently, our acquisition program has exceeded expectations with the last 12 aircraft delivered to the Air Force ahead of schedule. The success of last year's Reliability, Maintainability, and Availability Evaluation (RM&AE) is solid proof of the aircraft's performance. The C-17 exceeded all key performance parameters during this rigorous 30-day evaluation. It is clear, this is the right airplane at the right time.

In addition to these efforts to upgrade our air mobility forces, we must continue to sustain the health of our combat forces until the arrival of next generation forces, particularly the F-22 and JSF. To this end, we are continuing to recapitalize our F-15E and F-16 fleets. We are also pursuing modernization upgrades to our fighter forces and purchasing enhanced conventional munitions, such as JDAM and sensor-fuzed weapons, to improve their effectiveness.



## Mid-Term Priorities

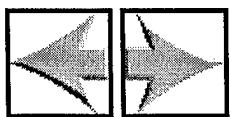
Conventional bomber upgrades and smart munitions improvements are Air Force mid-term modernization priorities.

The B-2 will give America a credible capability to penetrate advanced defenses and conduct precision strikes--nuclear and conventional--anywhere in the world. The B-1 will supplant the B-52 as the workhorse of our bomber fleet, while the B-52 will continue to provide a nuclear hedge and offers long-range stand-off.

Bomber upgrade programs are helping us integrate our newest conventional weapons onto all our bombers. These upgrades will give our non-stealthy B-52s and B-1s multiple target, stand-off, precision strike capabilities as well as increase their survivability. The combination of a limited number of B-2s with upgrades to our existing bombers provides an affordable approach to maintain the minimum overall long-range strike capability required to "swing" between two Major Regional Conflicts.

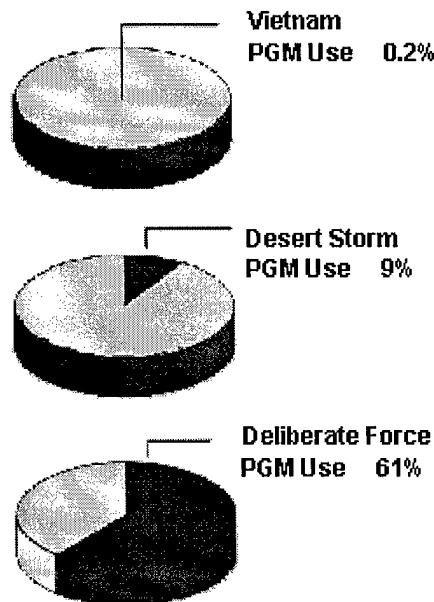
Critical to the effectiveness of our bombers and our fighters is the continued development and procurement of smart and precision guided weapons. Stand-off, smart weapons extend the range, increase the lethality, and improve the survivability of older and newer aircraft alike. JDAM, JSOW, and JASSM provide a balanced and affordable approach for increasing the versatility and lethality of Air Force, Navy and Marine Corps aircraft.

JDAM will significantly improve our ability to conduct adverse-weather, round-the-clock operations. JDAM adds an Inertial Navigation System and GPS-guided nose and tail kit to the MK-84 general purpose and BLU-109 penetrator bombs. JSOW is a 1000 pound class accurate glide weapon which provides us a low cost option for attacking highly defended targets from intermediate stand-off ranges.



JASSM is a precision long-range stand-off weapon designed to penetrate and attack targets in high threat areas. JASSM will significantly increase our capability to hit critical, high value targets in the early stages of a conflict.

**Precision Guided Munitions Comparison  
Past Conflicts vs Deliberate Force**



*In World War II, the Eighth Air Force attacked something like 5 target sets in all of 1943. During Desert Storm, the coalition struck 150 individual targets in the first 24 hours of the 1,000 hour war. But very early in the next century, the Air Force may be able to engage 1,500 targets within the first hour, if not the first minutes of conflict.*

*Chief of Staff of the Air Force  
General Ronald R. Fogelman*

## Long-Term Priorities

The F-22 is our most important long-term modernization priority--the need for air superiority is unquestioned. The F-22 will guarantee air superiority well into the next century. Its airframe and powerplant provide a highly maneuverable stealth platform capable of extended supersonic flight. Revolutionary integrated avionics--on- and off-board multi-sensor collection and data-fusion--will provide F-22 pilots unequalled battlespace awareness. The unique capabilities of the F-22 will enable the Air Force to dominate aerial environments--operating at will over hostile or contested territories, attaining unprecedented first-look, first-shot, first-kill successes, while protecting the many high-value assets necessary for success in modern military operations.

We have sized and sequenced the F-22 program to meet critical warfighting requirements at a cost the nation can afford.

When the F-22 enters the fleet, it will replace the 1970s vintage F-15 with quantum leaps in technology and combat effectiveness. Furthermore, the F-22 will be cheaper to operate, require fewer personnel to operate, and require less airlift to deploy abroad. We made a substantial long-term investment commitment to achieve these revolutionary improvements. Non-programmatic reductions will undermine the program stability necessary to control costs and maintain affordability. Already, during the course of the program, these reductions have increased program costs 2.5 to 3 times over the amount of the funds removed. Funding stability continues to be a major concern for the future of the F-22 program. JSF is another critical Air Force long-term modernization effort. The technological advances that make the F-22 revolutionary--in avionics, composites, engines, and signature reduction--are also critical components for the

## Ongoing Priorities

Several modernization programs transcend our time-phased approach. For instance, Air Force modernization programs reflect the need to provide the nation continuous, assured access to space.

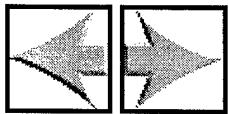
EELV will help us maintain this access. EELV is an evolutionary launch system that will be designed to deploy a broad range of spacecraft and support increasingly demanding launch requirements. It is expected to lower the cost of both military and commercial access to space and ensure the long-term competitiveness of America's commercial launch industry.

SBIRS is another key system that will improve the CINCs' ability to defend against theater ballistic missiles. As a replacement for DSP, SBIRS will enable U.S. and allied forces to detect targets, such as theater ballistic missiles, sooner and at lower altitudes, enabling allied forces to destroy them at longer ranges. As a result, the warfighter will possess an even greater ability to neutralize the theater ballistic missile threat.

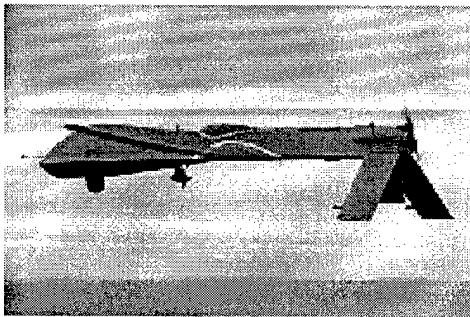
SBIRS is part of the information age technology that will give theater level commanders increased opportunities to influence operations in real or near-real time. With SBIRS, space-based cueing will be available for direct downlink to a variety of offensive systems that can then destroy transport erector launchers immediately after launch detection. This space-based cueing will also be available for boost-phase intercept platforms, such as ABL, to intercept missiles early in flight and to ground and sea-based terminal defense systems.

While space systems, such as SBIRS, are designed to enhance our warfighting capability, they also represent technologies that are important to our commercial partners. Indeed, many key air, space, and information technologies are commercially based. Information

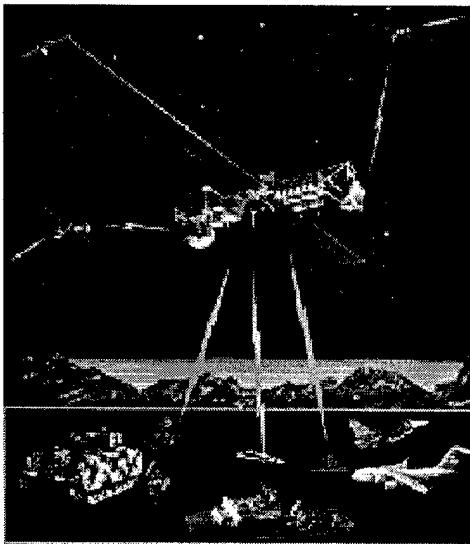
technologies have become increasingly important to military and civilian users and permeate almost every level of C4I and combat weapons systems. Many of these technologies, such as high-speed computers, distributive simulation, and miniaturization, have migrated back and forth between military and commercial users. Such information technologies can be a powerful force multiplier, offering offensive and defensive applications. As a result, the Air Force is placing increased emphasis on electronic combat and distributed information networks to enable decentralized execution of air operations.



## High Leverage Player on the Joint Team

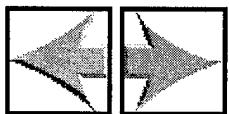


We continue to enhance operational relationships with the Army, Navy, and Marine Corps in many areas, but nowhere are these ties more evident than in Air Force platforms providing joint C4I. Air Force systems, such as AWACS, Joint STARS, RC-135s, U-2s, UAVs, and theater battle management core systems, provide comprehensive situation awareness, early warning, and detailed real-time targeting information for all warfighters.



A large part of this C4I infrastructure is space-based. The Air Force continues to launch and operate over 90% of DoD's space assets, including MILSTAR, the most recent addition to our space-based C4I capability. MILSTAR provides a worldwide, anti-jam, scintillation resistant, low-probability-of-intercept-and-detection communications capability for all warfighting forces. Often described as a switchboard in space, MILSTAR can reconfigure immediately as warfighter connectivity needs change, providing dynamic communication networks.

Of historic significance, in 1995 we inaugurated a new era of military C4I with the first MILSTAR satellite-to-satellite information crosslinks. These crosslinks provide the capability to transmit messages from a single fixed or mobile ground terminal to a satellite, rout them through the satellite constellation, and transmit them directly to a destination. Such crosslinks decrease our dependence upon an expensive and vulnerable network of overseas ground relay stations.



Our interaction with the other services is not one-way. We also depend on key capabilities they provide. By FY99, the Air Force will depend largely on the Navy's EA-6B for stand-off jamming, replacing the EF-111. Savings from this decision will offset upgrade costs for the EA-6B. Similarly, the services share a responsibility to defend against theater ballistic missiles.

Army and Navy systems provide terminal defense against theater ballistic missiles, while the Air Force concentrates on attack operations and boost-phase intercept options to ensure the CINCs possess an effective defense against theater ballistic missiles.

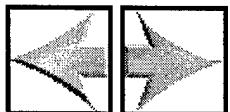
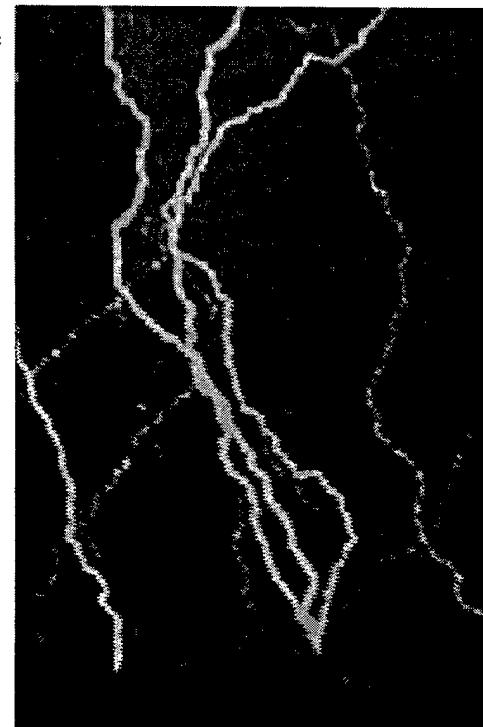
## The Net Result

Our *Global Reach-Global Power* modernization plan will enable us to keep providing our nation responsive force options across the spectrum of conflict. We have made tough decisions, weighing technological advantages against affordability.

We have structured our programs for stability. Stability is vital to producing the best systems at the lowest possible cost. Most importantly, we have carefully sequenced our programs to balance year-to-year affordability concerns, readiness, and technical feasibility.

This is the right plan to ensure the nation's Air Force continues to meet National Military Strategy requirements.

A key challenge to our *Global Reach-Global*



# *Chapter III*

## **Lean, Agile Acquisition**

*Power* vision is keeping pace with meteoric advances in essential warfighting technologies. Acquisition processes designed under Cold War rules can no longer respond quickly enough to benefit from radical shifts in design, much less from technological breakthroughs. To take advantage of increasingly dynamic opportunities, the Air Force is building a lean, agile acquisition system.

Adopting new processes is an important first step. Implementing these processes requires overcoming embedded barriers to change, such as statutory and regulatory constraints, cultural biases, and fear of the unknown. Most of these barriers are self-induced and, as such, can be overcome through dedicated, innovative

leadership. Others, however, will be more difficult to master. Ultimately, the actions we take today will form the foundation for the lean, agile acquisition system of the future.

### **Acquisition Reform**

Nine Lightning Bolt Acquisition Reform Initiatives have fueled an acquisition renaissance within the Air Force, building trust, empowering people, and strengthening teamwork. Individually, each initiative has helped tear down specific barriers to progress. Together, they have created a momentum ensuring the Air Force provides timely, affordable, and advanced systems to meet the needs of our warfighters.

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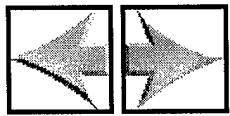
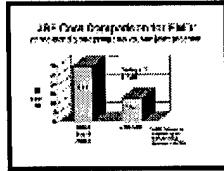
<b>Lightning Bolt #1:</b>	Establish a centralized Request For Proposal support team
<b>Lightning Bolt #2:</b>	Create a standing Acquisition Strategy Panel
<b>Lightning Bolt #3:</b>	Develop a new System Program Office manpower model that uses the tenets established in the management of classified/Special Access Required level programs
<b>Lightning Bolt #4:</b>	Cancel all Air Force Materiel Command Center-level acquisition policies
<b>Lightning Bolt #5:</b>	Reinvent the Air Force Systems Acquisition Review Council process
<b>Lightning Bolt #6:</b>	Enhance the role of past performance in source selections
<b>Lightning Bolt #7:</b>	Replace acquisition documents with the Single Acquisition Management Plan
<b>Lightning Bolt #8:</b>	Revise the Program Executive Officer and Defense Acquisition Commander portfolio review to add a section that deals specifically with acquisition reform
<b>Lightning Bolt #9:</b>	Enhance our acquisition workforce with comprehensive education and training programs that integrate acquisition reform initiatives

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KC-135 reliability and maintainability. Our PACER CRAG team has used all available tools within the acquisition community to reduce reporting requirements and to eliminate unnecessary military standards and specifications. We applied the resulting savings of approximately \$90 million to other unfunded KC-135 modernization programs.

The Peace Shield program is another acquisition reform success story. This advanced command, control, and communication system for the Kingdom of Saudi Arabia provides an example of how we can downsize by identifying a program's core requirements, creating a fixed program baseline, and resisting the constant urge to update. In addition, every personnel position had a sunset clause tied to the completion of a milestone or a task. These reform efforts enabled a program that began behind schedule in October 1992 to deliver a completed system to the customer six months ahead of schedule in October 1995. Peace Shield also reduced its System Program Office (SPO) size from 325 to 105, saving over \$25 million.



## Improving Business Practices

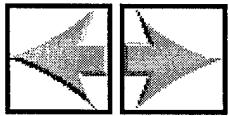
Beyond reforming our internal acquisition processes, the Air Force has pursued other solutions to more efficiently and effectively meet requirements.

We have moved increasingly into cooperative programs with industry, our sister Services, other government agencies, and our allies. Most of our programs--for example, C17, EELV, SBIRS, MILSTAR, and most of our Precision Guided Munitions (PGM) programs--have joint users. Two major programs go beyond that and have been structured as joint acquisition programs: the Joint Primary Aircraft Training System (JPATS) and the JSF programs. By combining acquisition efforts we have been able to decrease costs and improve manpower savings. JPATS made this a reality. JSF offers similar opportunities. With JSF, we have agreed to divide expenses and expertise equally with the Department of the Navy and have concluded arrangements with the United Kingdom, allowing early financial and developmental participation in the JSF program. This approach will facilitate the development of an affordable multi-role aircraft.

We also have joint-service and international cooperative Science and Technology (S&T) efforts underway that will make significant contributions to joint warfighting. For example, we are currently conducting joint S&T programs with France and Germany in the field of ducted rockets, a technology crucial to extending the range of air-to-air missiles. Additionally, we are working with the Navy and with multinational partners on a new system to expand the escape envelope and increase the occupant size range for our ejection seats.

## Expanding Access for Small Businesses

An unexpected benefit garnered from the acquisition renaissance has been an increase in business opportunities for smaller commercial ventures. Since small businesses frequently lack the resources or expertise to tap into these opportunities, we challenged ourselves to improve access, increase awareness, and ease availability for America's small businesses. We predicated our efforts on a simple belief--all businesses should have equal access to Air Force procurement opportunities. As a result, the Air Force leads DoD and much of the entire federal government in support to small businesses.



Our Small Business efforts center around the Air Force Marketing Information Package (AFMIP). AFMIP provides the Air Force Long Range Acquisition Estimate (LRAE) for FY96 and beyond in the form of practical "how to" guidance on selling to the Air Force. AFMIP also includes the full text of the Air Force MentorProtégé Handbook and information on international and domestic commercial diversification. In addition to AFMIP, the Air Force has continued its support for the Interagency Committee On Women's Business Enterprise (IACWBE), expanding access for womenowned businesses in Federal procurement opportunities.

## *Chapter IV*

# Motivated, Disciplined People



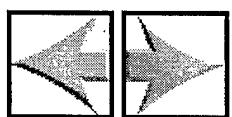
The Air Force operates on the leading edge of technology and the tools of our trade are lethal. Such a force requires motivated, disciplined airmen led by superior leaders. To ensure the nation's Air Force continues to be the world's premier air and space force, we recruit and train quality people, nurture leaders, and embrace unambiguous, high standards.

### **Recruiting and Retention**

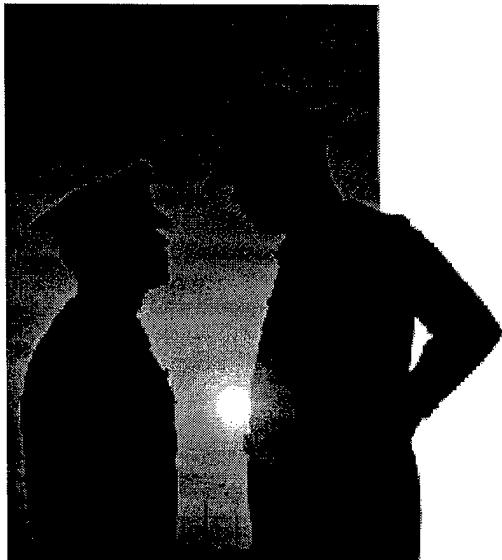
The publicity surrounding the defense drawdown, skyrocketing college enrollments, a youth population at its lowest level since the advent of the all-volunteer force: these are the hurdles for recruiting new members. Yet, to maintain a balanced force with the right distribution of rank, age, and skills, we must constantly replenish our ranks. Therefore, we are

closely monitoring the pool of potential recruits, tracking workforce trends, and rewarding our recruits with top notch training, meaningful work, and a lifetime of educational opportunities.

Aggressive recruiting expands the pool of potential talent and it ensures a workforce that represents the total population. Continuing to attract qualified minorities to the Air Force will sustain the future growth of an increasingly diverse population. It also molds a workforce representative of society. Diversity brings credibility and relevance to the Air Force. It also helps us weave our values into every fabric of society--through the varied backgrounds of the sons and daughters who serve.



While attracting diverse populations to a workforce is essential, retaining them matters just as much. We are convinced that putting people first is the best way we can guarantee the readiness of our force. As a result, we are committed to providing and maintaining an acceptable quality of life for our people and their families.

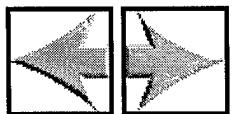


## Thinking Globally-Training Locally

As an essential ingredient of America's combat readiness, our airmen think globally but train locally. That means Air Force training is designed to represent, as accurately as possible, the environment, conditions, and experiences our men and women would most likely face while participating in operations around the world. Such training requires use of a wide variety of land, sea, and air resources to create realistic and representative circumstances.

To ensure access to such areas, we have developed cooperative use arrangements with those who may have competing interests for the same land and airspace. Such arrangements are predicated on responsible custodial care of these resources. Currently, Air Force ranges incorporate over nine million acres. Sixty percent of this training space is dual-use, shared by the military and the public. These ranges include managed forests, farming and grazing areas, and protected wetlands. Additionally, we are minimizing the use of hazardous materials, broadening recycling programs, and incorporating environmental improvements into our aircraft designs.

We will continue to search for improved ways to execute our responsibilities and steward our nation's resources.





## Excellence in Command

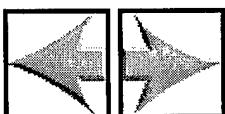
Leadership is the foundation of our organization. We depend on our ability to train, educate, and select our leaders and then provide an atmosphere where they can use their talents toward mission accomplishment. As the demands of Air Force leadership grow, and the issues facing our leaders become increasingly complex, it has become necessary to improve the way we ensure our readiness to face these challenges. For instance, we are improving commander selection and training processes. We have designed a centralized system to provide all candidates for command equal consideration and central screening of their records. This should ensure a fair and open system with the best possible criteria for selection.

We have also instituted leadership courses to ensure our commanders are as well prepared as possible for their new responsibilities and know what we expect of them. Squadron, Group, and Wing Commander Courses are a first step. In addition, our Squadron Officer School, Air Command and Staff College, and Senior NCO Academy have included extra leadership and accountability case studies in their curricula.

Concurrently, across the Air Force we have vigorously reinforced the importance of professionalism, accountability, and responsibility. Air Force leaders must focus on the mission, demand professional standards of conduct, and hold people accountable if they fail to meet these standards. We have provided specific guidelines for commanders that link disciplinary and personnel actions while protecting the commander's prerogative. Furthermore, we have emphasized the need for more stringent documentation of all adverse actions, and we require evidence of those adverse actions at all accountability points, such as promotions, evaluations, assignments, and decorations.

## Unambiguous, High Standards

Technical competency, drive, diplomacy, and team-building skills are important qualities for any leader. We will continue to require those skills from our commanders. Just as crucial, however, are the personal qualities of integrity...service before self...excellence in all we do. We've stressed the importance of these core values in our discussions with Air Force people at all levels. Our core values are the standard for our behavior, our service to country, and our treatment of one another. All who wear the uniform, especially our leaders, have a duty to live according to the values of this institution. Personal values, professionalism, demanding standards, and accountability--all flow from our vision of the future Air Force.



## *Chapter V* **People First**

To ensure we recruit and retain the right people, we will continue to reward the challenges of this profession with an equitable quality of life.

Readiness and quality of life are inseparable. That is why we put "People First."

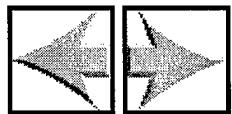
This year we conducted the first ever hands-on, computerized *Quality of Life Survey* of everyone in the Air Force. This survey identified strengths and weaknesses among Service efforts to assure our people an acceptable quality of life. On a positive note, many of our people intend to make the Air Force a career. On the other hand, many had concerns, such as the high OPTEMPO of their units.

To assure a balanced approach, the Air Force continues to support its *Quality of Life Strategy*, focusing on seven priorities: compensation and benefits, safe and affordable housing, health care, balanced PERSTEMPO and OPTEMPO, community and family programs, retirement benefits, and educational opportunities.

### **Compensation and Benefits**

One of the fundamental requirements for maintaining an allvolunteer force is ensuring military compensation keeps pace with the private sector and inflation. Over the past several years, military and civilian compensation has lost ground to private sector raises and inflation. The resulting pay gap--and subsequent loss of purchasing power--experienced by Air Force civilians is 28.7%. For military personnel, the pay gap is 13.2% and is expected to grow to 18% by the year 2001.

To help slow the growth of the gap, the Air Force supports full statutory pay raises through the FYDP and encourages adoption of the full Employment Cost Index (ECI) as the pay growth standard. In addition, for civilians, the Air Force supports pay equity with industry through the locality pay provisions of the Federal Employees Pay Comparability Act.



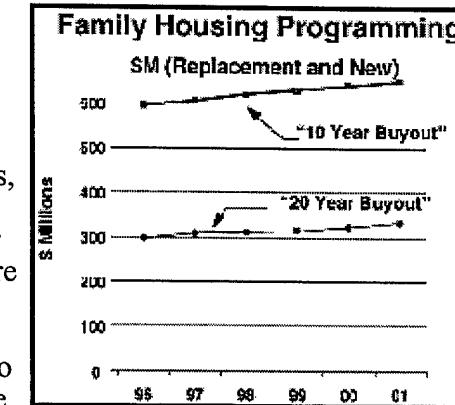
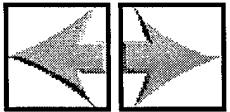
# Housing

Like most Americans, members of the Air Force want to live and raise their families in comfortable homes in secure neighborhoods. Unlike most Americans, however, airmen must live where their orders take them in support of worldwide deployments and contingencies. It is vital for all airmen, particularly junior members, to have access to safe, affordable housing. Air Force people do not expect to live in luxury. Simply, they want to be able to place their families in housing that will give them peace of mind when they are deployed.

Unfortunately, there are insufficient quantities of quality housing to meet existing and projected demand--currently, 39,000 families are on waiting lists to move into base housing. The average age of Air Force housing is 33 years, with over 60,000 homes requiring improvement or replacement. At current funding levels, it will take 24 years to catch up with this backlog.

Our goal is to get well within the next 10 years. The solution is innovation, not just increased investment. With the support of Congress, the Air Force could realize both the flexibility and the authority to satisfy much of its housing needs through the private sector, thereby reducing costly infrastructure and overhead.

Dormitory improvements for single and unaccompanied personnel are another key part of our housing problem. The Air Force strongly supports OSD's one-plus-one standard for single and unaccompanied dorms, an initiative aimed at enhancing individual performance while assuring personal privacy.



## Health Care

Airmen rank quality health care for their families as their number one noncash benefit. Access to that care is becoming increasingly difficult to obtain. Similarly, while the family member dental plan allows overseas family members to remain enrolled, there are no provisions under the plan for overseas treatment. To alleviate these stresses on the military health care system and mitigate the financial burden on military members, the Air Force supports the current TRICARE program. This program requires neither user fees in Military Treatment Facilities (MTFs) nor enrollment fees for active duty families. TRICARE is the only program in today's economic environment that can assure military members and their families the broadest range of uninterrupted medical coverage--and we are committed to making TRICARE work. The Air Force also supports the Overseas Family Member Dental Program (OFMDP), which is in place in Europe and soon will be implemented in the Pacific.

*One might easily conclude that who we are and what we do are the things that make us so special and that separate us from everyone else. But they are not. What makes us so special is that we're members of the profession of arms. A profession that mandates that we take an oath. . . . Inherent in taking this oath is our acceptance of the fact we would do anything to protect our families, friends, their freedoms, and their way of life. If necessary, we will give our lives in the pursuit of our profession. No other profession requires such an oath requiring such an ultimate sacrifice.*

*Chief Master Sergeant of the Air Force,  
David J. Campanale*

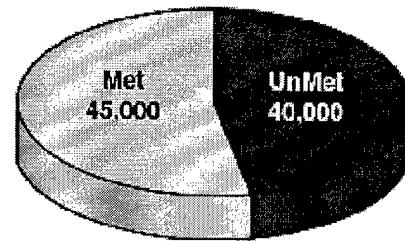


## Balanced PERSTEMPO and OPTEMPO

The OPTEMPO for many of our units remains high--and it will only increase as we are called upon to support additional contingency operations. Four times as many Air Force people are deployed today as in 1989 enforcing nofly zones, maintaining air refueling bridges, supporting humanitarian operations on three continents, and helping stem the flow of illegal drugs. We are committed to supporting these operations. Concurrently, we are working to reduce high PERSTEMPO to below the maximum desired level of 120 deployed days per person per year.

The Air Force is employing three main initiatives to achieve this goal. First, we are using global sourcing to balance the workload across all active duty Air Force units, regardless of the theater to which they are assigned. Second, we are reducing taskings on the systems where our people have the highest PERSTEMPO. That is, we prioritize tasks to determine which missions we can support, offer substitutions, or request relief. Third, we are using Air National Guard and Air Force Reserve volunteers to reduce active duty taskings and are integrating them into additional mission areas, such as AWACS, space operations, and information warfare. Air Combat Command has developed a successful scheduling process that has Air National Guard and Air Force Reserve participation in contingency operations planned and programmed through 1998. As we rely more on Air National Guard and Air Force Reserve people, we must be prepared to extend to them appropriate services and benefits--to include those Guardsmen and Reservists serving on active duty for less than thirty-one days. This requires improved guidance, full funding, and advanced scheduling to maximize volunteer availability and to ensure we can offer full benefits and protections regardless of the duration of active service.

## Air Force Child Care Needs



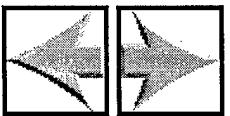
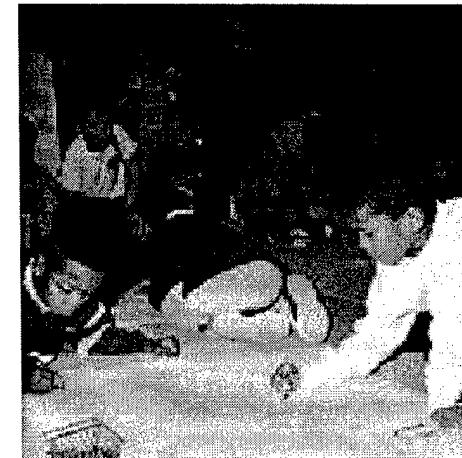
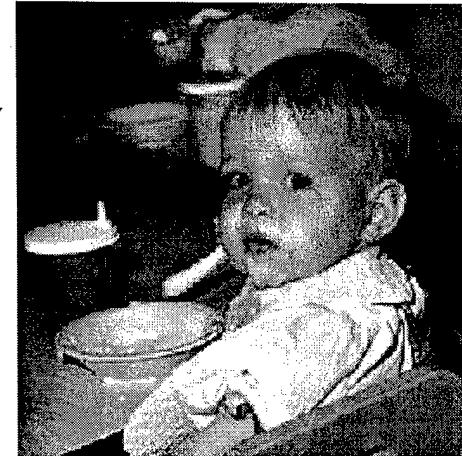
## Community Support and Family Programs

Community support and family programs also help the Air Force recruit and retain the right people. Our highest priority efforts in this area are to preserve commissary benefits, expand child care, and expand Services' activities.

Commissary savings are vital to the entire military community and are ranked second, behind health care, as the most valued noncash benefit. Military members depend on commissary savings to extend already stretched military income. In fact, eliminating the commissary subsidy would have the same economic impact on a military family as a six percent pay cut. Replacing this loss in purchasing power could cost DoD as much as \$3.5 billion.

The Air Force Child Development Program provides care for 45,000 children daily in child development centers, family day care homes, and youth center programs. The Air Force will continue to expand Air Force child care facilities to achieve the DoD goal of 80% of the requirement.

Services' activities directly support unit readiness through programs that enhance individual fitness, unit cohesion, and a sense of community. The Air Force will continue to expand and improve Services opportunities.



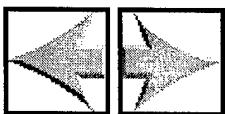


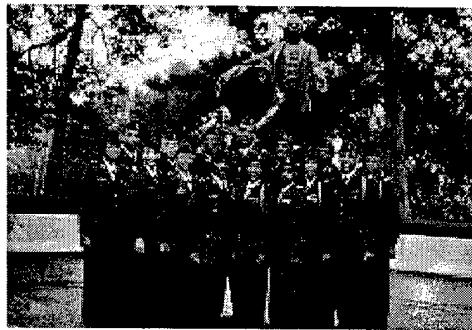
## Retirement

The Air Force remains committed to the nation's military retirees. A solid retirement benefits package compensates for the extraordinary demands we place on our people over the course of a career.

Air Force people--active and retired--contribute annually to deficit reduction through caps on pay and Cost of Living Adjustments (COLA). Furthermore, reforms to the military retirement system during the 1980s have reduced the lifetime value of retired pay for newer service members by 26%. Further reductions in the net value of retiree benefits could have a dramatic, negative impact on recruiting, retention, and readiness.

Access to quality health care is critical to military retirees. Medicare-eligible retirees who are 65 and older are not eligible for CHAMPUS and thus cannot be enrolled in TRICARE. Accordingly, the Air Force strongly supports amending the Social Security Act to revise the current prohibition on making Medicare payments to a federal provider of health care services, enabling Medicare to reimburse the Services for care provided to these beneficiaries. Called Medicare subvention, this initiative would assure continued access to quality health care for our retirees.

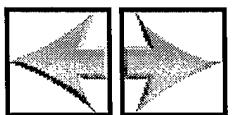




## Educational Opportunities

We also are committed to preserving and expanding educational opportunities. Tuition assistance has proven a valuable recruiting and retention tool, providing our airmen the means to obtain associate, undergraduate, and graduate degrees. The Air Force supports maintaining current Air Force tuition assistance levels. At the same time, the Montgomery GI Bill continues to be a success story. These self-improvement opportunities serve not only as incentives to our people but also lift them to greater levels of productivity.

Ninety-five percent of those who enter the Air Force enroll in the Montgomery GI Bill program. However, many of those wishing to enroll in the current program are no longer eligible. The Air Force supports offering another opportunity to enroll in the program to those people who previously had not enrolled.



## *Chapter VI*

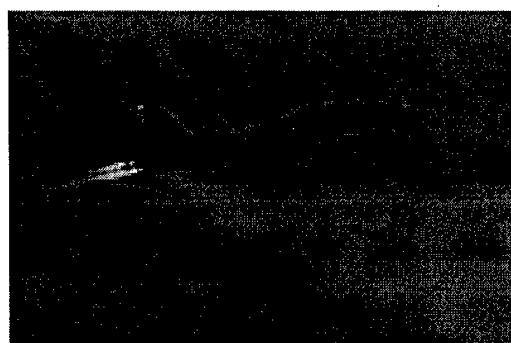
# Toward the Horizon

The objectives of *Global Reach-Global Power* are battle tested. They have enabled us to identify and build the unique contributions of air and space power to joint warfare and the nation's defense. These objectives continue to serve as our intellectual compass.

We are poised to accept the challenges ahead. We have strengthened our commitment to S&T, the foundation for Air Force modernization, and we are celebrating the publication of *New World Vistas*, which identifies those technologies that will shape the Air Force of the 21st century. In addition, we have built a team to help us ensure we achieve the clearest sense

of our planning horizon and institutionalize across-the-board long-range planning for the Air Force of 2025. With the benefit of experience, insight, and imagination, we will continue to provide the nation the premier air and space force for the future.

Today, we are ready to fight and win our nation's wars. We have in hand those modernization and training efforts necessary to sustain that capability in the decades ahead. In the future as in the past, the nation's Air Force will provide *Global Reach-Global Power* to help shape the world our children will live in.



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